Communicate Theater Human Resources Operations

May 2016

Senior Leader Training Division
Adjutant General School

Terminal Learning Objective

ACTION:

- Communicate Theater HR Doctrine
- Define HR Sustainment Center (HRSC) Mission and Structure
- Define HR Operations Branch (HROB) Mission and Structure
- Define Personnel Accountability Team (PAT) Mission and Structure

CONDITIONS: Given classroom instruction, assigned readings, FM 1-0 (Human Resources Support), ATP 1-0.2 (Theater-Level Human Resource Support), and awareness of the Operational Environment (OE).

STANDARD: Score 70% or higher on a knowledge based exam covering the following learning activities:

Objective of HR Support

- **Maximize operational effectiveness of the total force by anticipating, manning, and sustaining military operations.**
- **Provide combatant commanders the required forces for missions and supporting leaders and Soldiers at all levels.**
- **HR providers must understand the fluid nature of Army policies and procedures within the HR domain.**
- **Monitor and implement changes and understand the intent of these changes in order to best support the force**

HR Core Competencies

Provide Human Resources Support

KEY FUNCTIONS

Man the Force
Chapter 3

- Personnel Readiness Management Section I
- Personnel Accountability Section II
- Strength Reporting Section III
- Retention Operations Section IV
- Personnel Info Management Section V

Provide HR Services
Chapter 4

- Essential Personnel Services Section I
- Postal Operations Section II
- Casualty Operations Section III

Coordinate Personnel Support
Chapter 5

- MWR Operations Section I
- Command Interest Programs Section II
- Army Band Operations Section III

HR Planning and Operations
Chapter 6

- HR Planning and Operations
- Operate HR MC Nodes

Enduring Principles of HR Support

HR Enduring Principles

Anticipation	**Anticipation**: intuition to foresee events and requirements in order to initiate the appropriate HR support
Accuracy	**Accuracy:** HR providers must understand their HR systems and that data input at the lowest level has a direct impact on decisions being made by our senior leaders
Timeliness	**Timeliness:** ensures our senior leaders have access to relevant HR information and analysis that support current and future operations
Integration	**Integration:** maximizes efficiency by joining all elements of HR support (tasks, functions, systems, processes, and organizations) with operations
Synchronization	**Synchronization:** ensures HR support is aligned **with military actions** to produce maximum readiness and operational capabilities at the right place and time
Responsiveness	**Responsiveness**: the ability to meet ever-changing requirements on short notice; it involves identifying, **accumulating**, and maintaining sufficient resources, **capabilities**, and relevant information to enable commanders to make rapid decisions.

Warfighting Functions

Warfighting Function: Group of tasks and systems (people, organizations,
information, processes) united by a common purpose that Commanders use to
accomplish missions and training objectives.

Mission Command

Movement and Maneuver

Intelligence

Fires

Protection

Sustainment

- Logistics
- **Personnel Services: HR Support, Financial Management, Legal Support, Religious Support, and**
- Health Service Support

Sustainment is the **delivery** of **Logistics, Personnel Services and Health Service Support** necessary to maintain and prolong operations until mission accomplishment

ADP 4-0

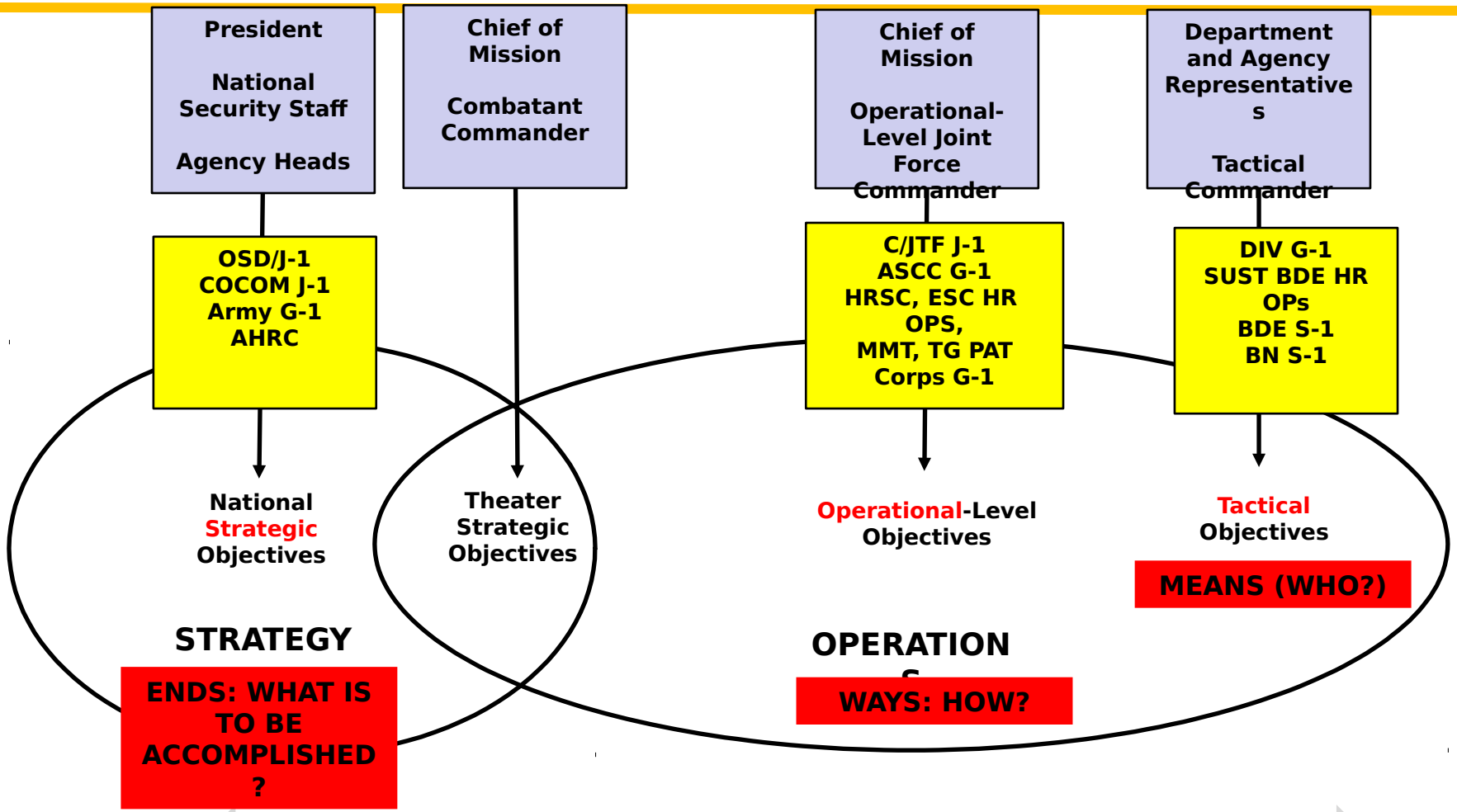
Theater HR Mission and Relationships

Theater HR Mission

- Theater HR elements **plan, prioritize, coordinate, integrate, and execute** the delivery of HR support to Soldiers, units, and DOD civilians conducting operations in a deployed theater of operations.

- Theater HR operations are complex and involve the integrated action of various G-1/AG staff sections, SRC 12 HR units and staff elements found in sustainment organizations, and S-1 sections operating within deployed battalions and brigades.

Levels of War Relationships



JP 3-0, JOINT OPERATIONS, PAGE 37

ATP, 1-0.2 Theater-Level Human Resources Support

Chapter 1: Human Resources Operations

Chapter 2: Casualty Operations

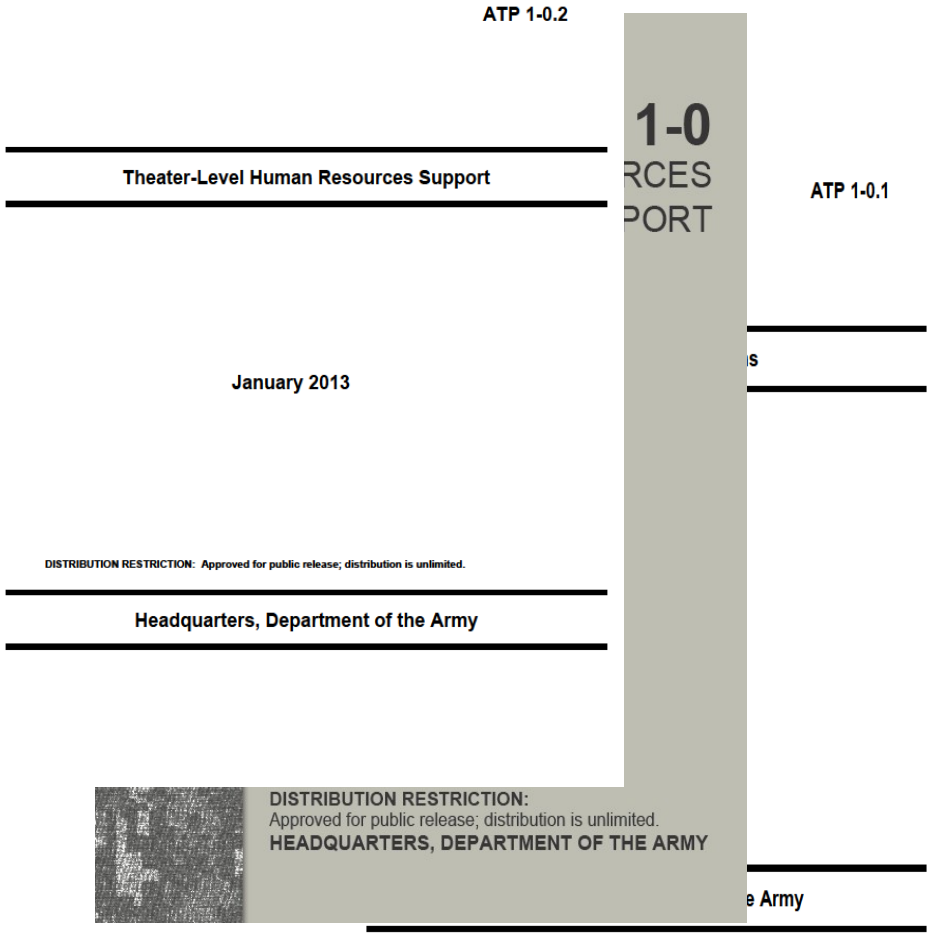
Chapter 3: Personnel Accountability Operations

Chapter 4: Postal Operations

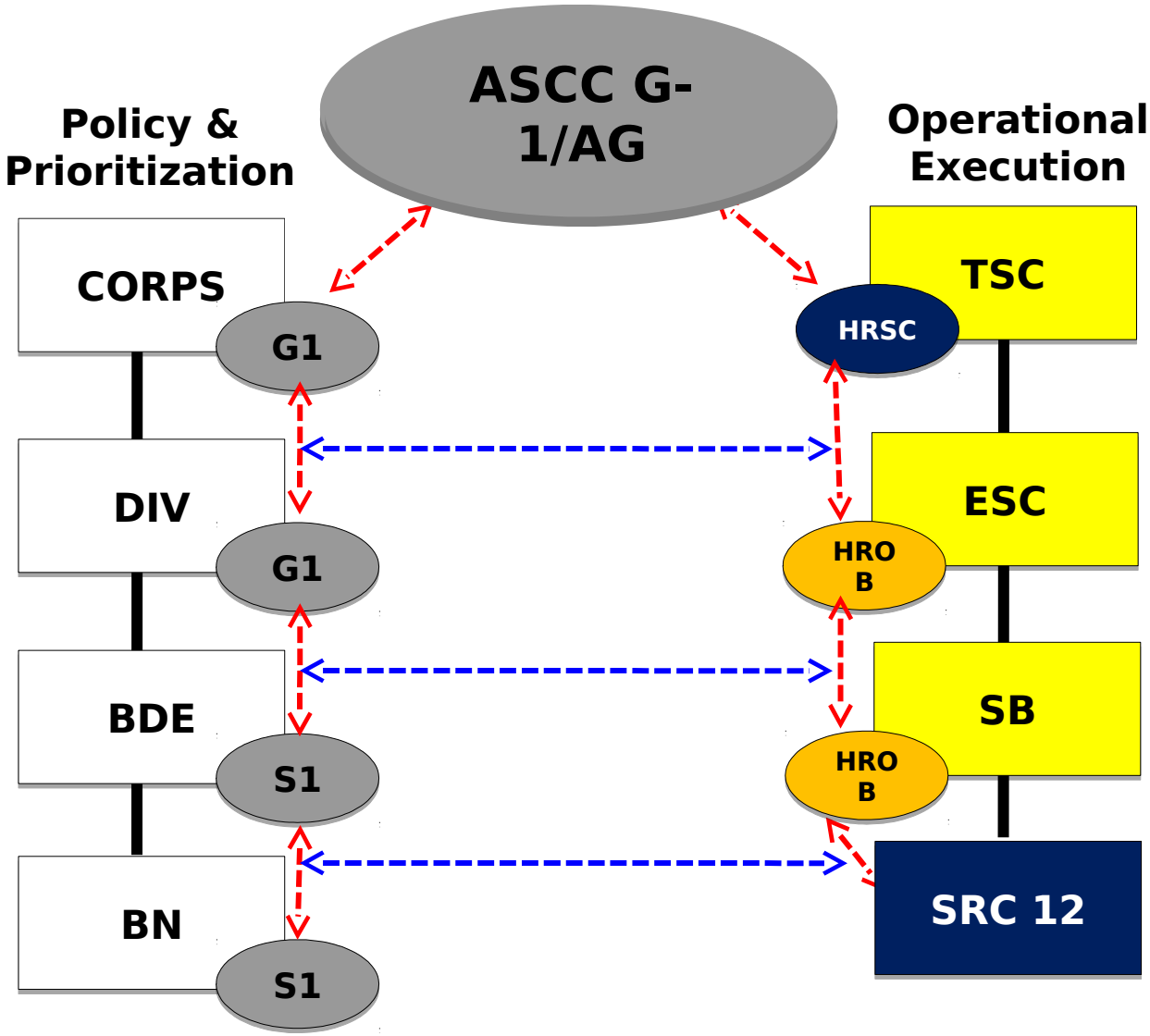
Chapter 5: Conduct Human Resources Plans and Operations

Chapter 6: Human Resources Automation Support

Purpose: to help guide the decision making process at the operational level in a deployed theater of operations; this publication coupled with FM 1-0 and ATP 1-0.1 provide a complete library detailing Human Resources support at all levels of execution.

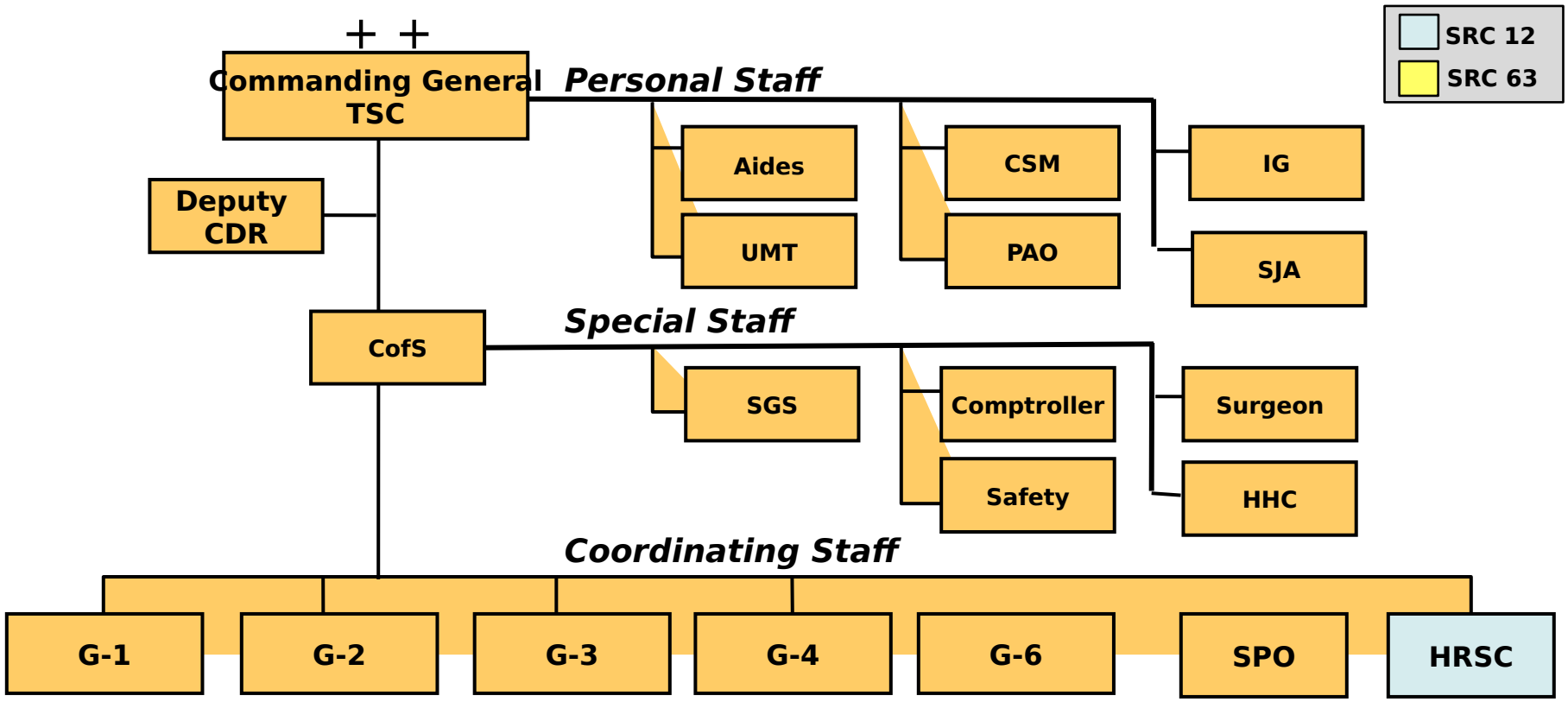


Theater HR Relationships



- ASCC establishes policies and priorities; provides CDR intent and planning guidance
- HRSC ensures execution, synchronization, integration of Postal, Casualty, PA and SR key functions consistent with policy, guidance, and priorities established by ASCC G-1/AG
- HRSC provides planning operations for ASCC G-1/AG in areas of Postal, Casualty, PA and SR; ensures synchronization, execution and compliance within sustainment war fighting functions (i.e. build up/draw down, force structure realignment, etc.)

Theater Sustainment Command

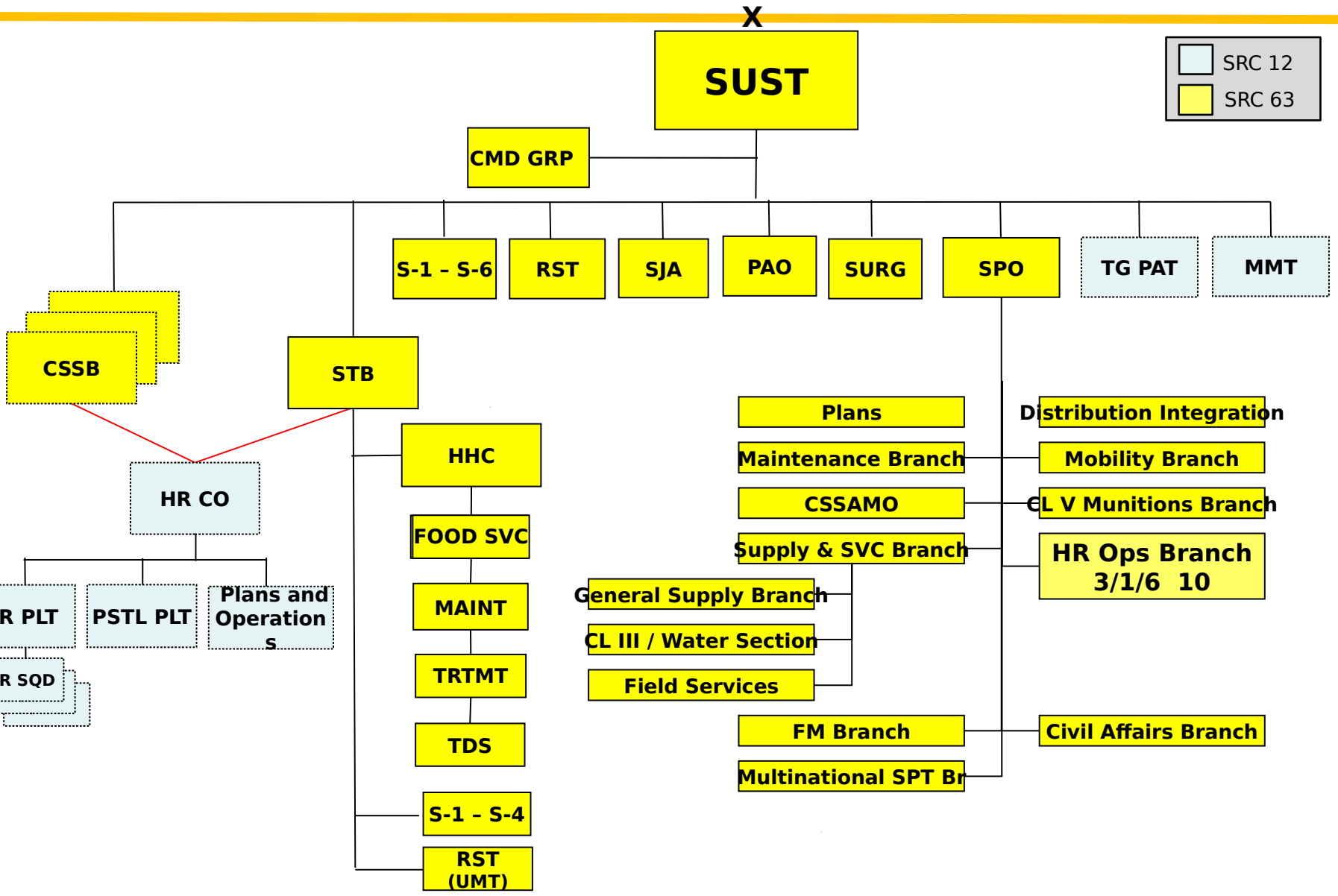


MISSION: Plan, prepare, rapidly deploy, and execute operational-level logistics operations within an assigned theater.

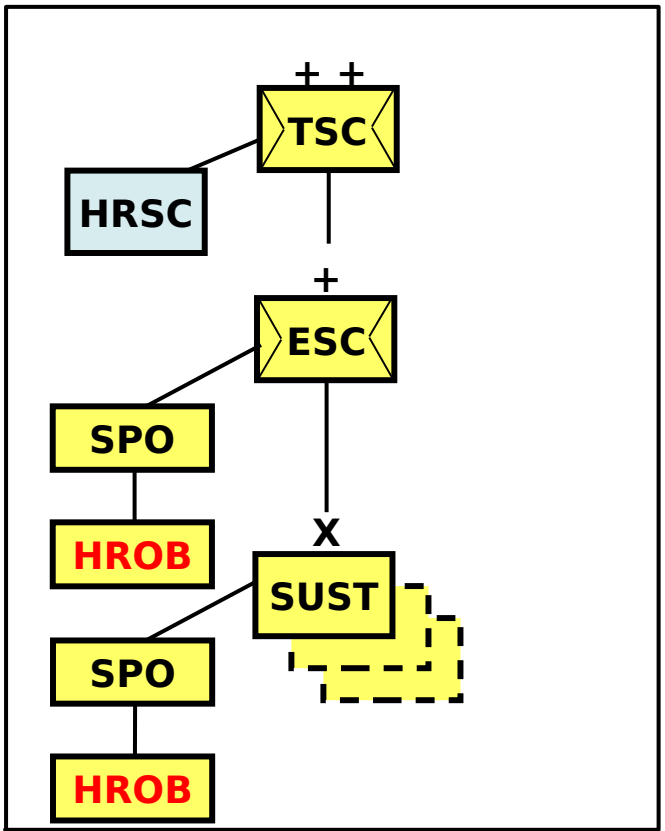
- The TSC is the **key linkage** between the ASCC G-1/AG and HRSC
- Provides a centralized logistics MC structure for the theater Army; simultaneously **supporting deployment, movement, sustainment, redeployment, reconstitution, and retrograde.**

Regional Orientation – 5 TSCs			
1 TSC	Fort Bragg	USARCENT	AC
8 TSC	Hawaii	USARPAC	AC
21 TSC	Germany	USAREUR	AC
167 TSC	Alabama	USARSO	RC
377 TSC	New Orleans	USARNO	RC

Sustainment Brigade

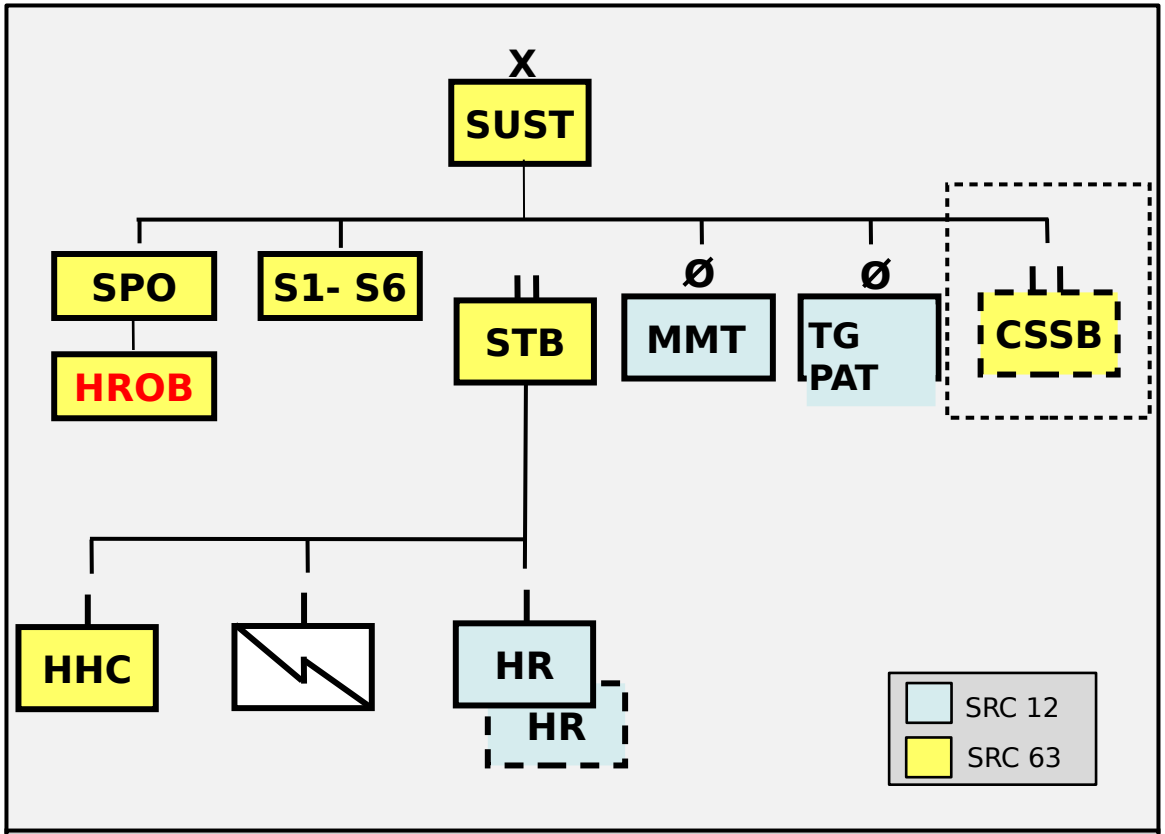


HR/ Sustainment Relationship



Sustainment Brigades deploy under the mission command of an ESC and TSC

In June 2015, formerly divisional Sustainment Brigades returned where realigned under their



- **HR Companies are** attached to a Special Troops Battalion (STB) of a Sustainment Brigade at home station
- Can be an element of a CSSB

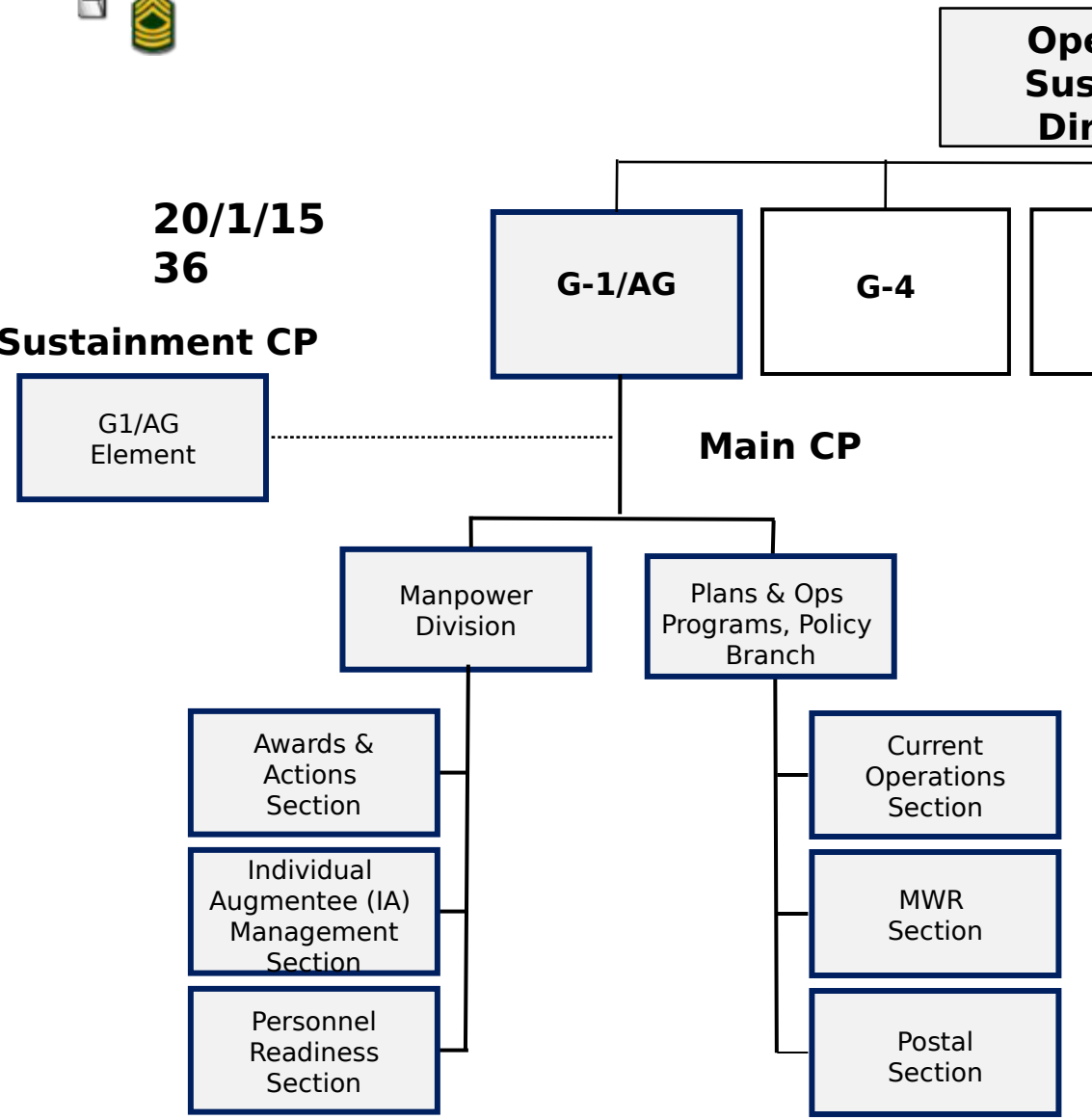
Brigade S-1 Operations Course

HR PLANS & OPS
TO PREPARE ADJUTANT GENERAL'S CORPS OFFICERS, WARRANT OFFICERS, AND NONCOMMISSIONED OFFICERS TO INTERPRET, INTEGRATE, COORDINATE, AND IMPLEMENT ARMY HR PROGRAMS AND POLICIES AS HR PLANNERS AND OPERATORS.
SPECIAL EMPHASIS IN..
*HR OPERATIONS BRANCH (HROB)
*HR SUSTAINMENT CENTER (HRSC)
*MILITARY MAIL TERMINAL (MMT) TEAM
*THEATER GATEWAY (TG)
PERSONNEL ACCOUNTABILITY TEAM (PAT)
*HR COMPANY
COORDINATE PERSONNEL SUPPORT
MAN THE FORCE
PROVIDE HR SERVICES
HR PLANS & OPS
DEFEND
1775

Theater HR Staff Elements (Non SRC 12)

Senior Leader Training Division
Adjutant General School

ASCC G-1/AG



ASCC G-1/AG Primary Functions Main CP

- Plan and prioritize HR support
- Assure unity of purpose and effort
- Maximize the readiness and operational capabilities of forces within theater

Sustainment Cell Contingency CP

- Two person team
- Establishes and coordinates initial HR theater support operations
- May be augmented by other elements of the ASCC G1/AG main or IAs

G-1, Expeditionary Sustainment Command

3/2/11 16

ESC G-1
1/0/12

42H00 G-1/AG
42A5O SGM

PLANS AND OPERATIONS
1/0/34

O3	42B00	PLANS OFF
E7	42A4O	SR HR SGT
E6	42A3O	HR SGT
E4	42A1O	HR SPC

PA/SR/PRM/PIM
1/1/46

O3	42H00	PER MGT OFF
W3	420A0	HR TECH
E7	42A4O	SR HR SGT
E5	42A2O	HR SGT (2)
E4	42A1O	HR SPC

PERSONNEL SERVICES
0/1/34

W2	420A	HR TECH
E5	42A2O	HR SGT (2)
E4	42A1O	HR SPC

Personnel Services Branch provides Essential Personnel Services for the ESC when there is no STB in support

S-1, Special Troops Battalion

Supporting a Sustainment Brigade

1/0/4

STB S-1

O3	**42H00**	**S-1**
E7	**42A4O**	**SR HR SGT**
E5	**42A2O**	**HR SGT**
E4	**42A10**	**HR SPC (2)**

Supporting a Division (TSC)/Corps/Army

1/1/7 9

STB S-1

O3	**42H00**	**S-1**
W2	**42OA0**	**HR TECH**
E7	**42A4O**	**SR HR SGT**
E6	**42A3O**	**HR SGT**
E5	**42A2O**	**HR SGT**
E4	**42A1O**	**HR SPEC (2)**
E3	**42A1O**	**HR SPEC (2)**

STBs provide Command and Control (C2) for Division/Corps/Army and TSC HQs troops

STB S-1s of General Officer-level Organizations

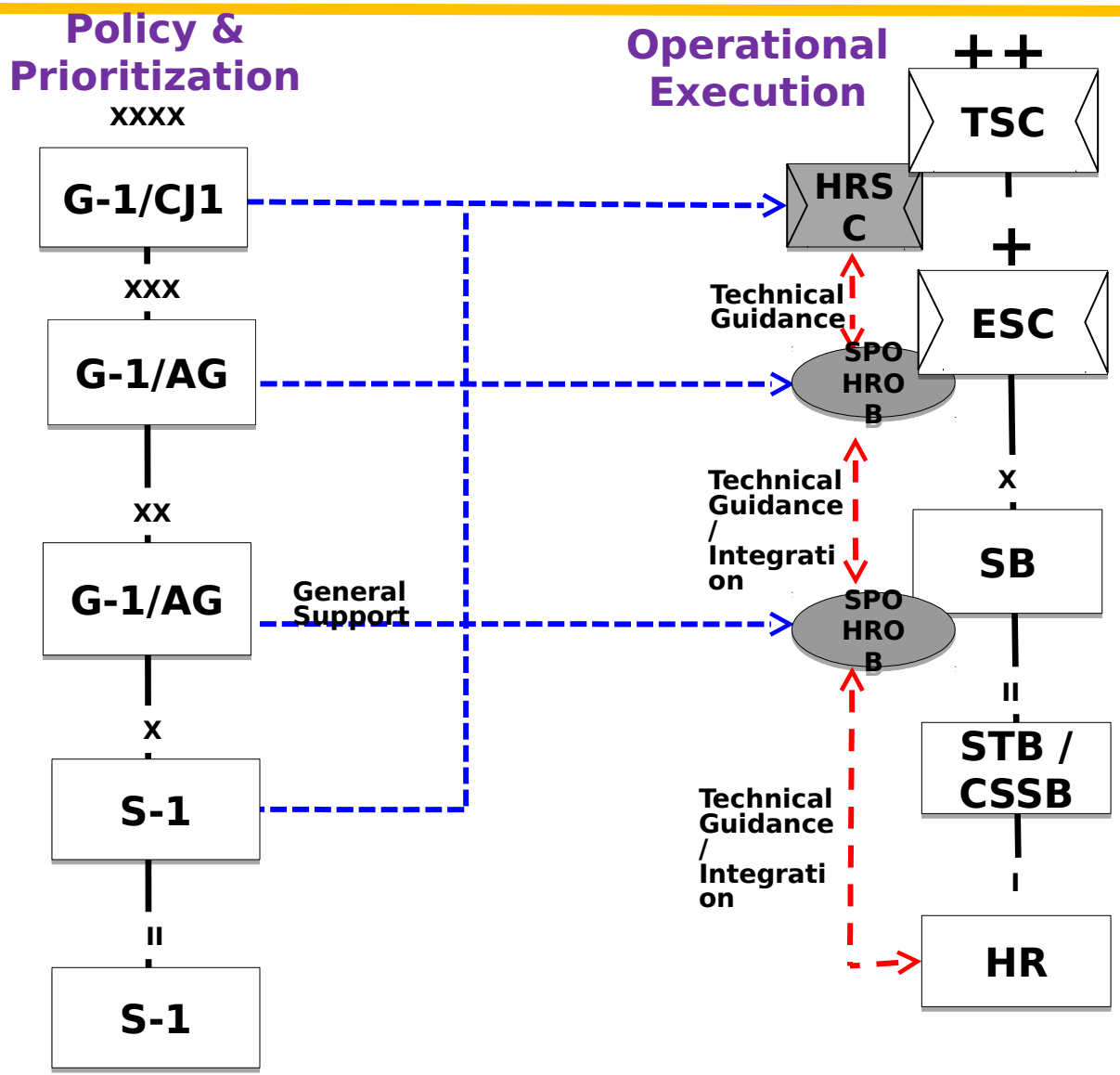
- Same capabilities and responsibilities of brigade-level S-1s *– including same access to top-of-the-system HR enabling systems*
- STB S-1s are responsible for their own Essential Personnel Services and other HR support
- Although S-1 is CPT/42B, expected to be more senior and experienced
- General officer HQs without an STB S-1 section or equivalent must be augmented by their higher HQs for HR support

Theater HR Organizations (SRC 12)

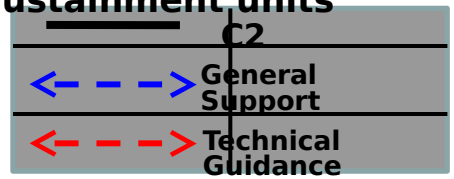
SRC 12 Theater HR Organizations

- Human Resources Sustainment Center (HRSC)
- Human Resources Company
- Human Resources Platoon and Squads (PAT and CLTs)
- Postal Platoons
- Military Mail Terminal (MMT)
- Theater Gateway Personnel Accountability Team (TG PAT)

HR Relationships

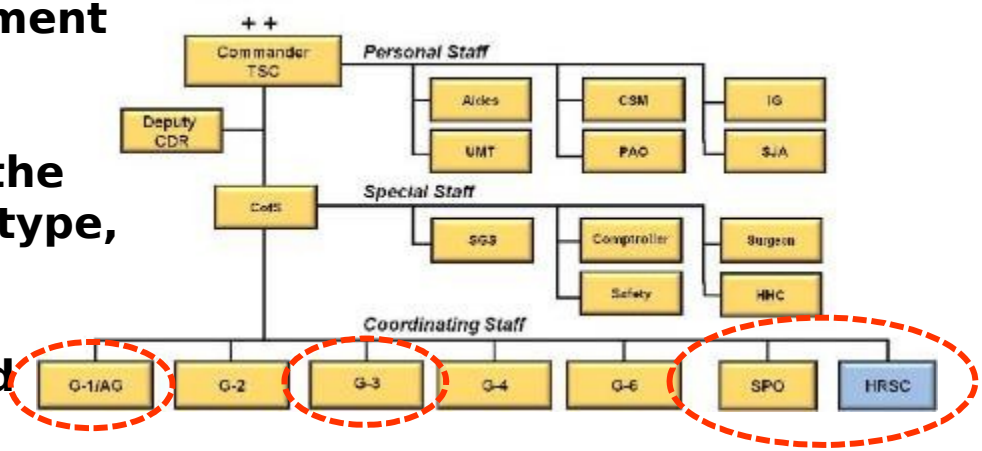


- ASCC establishes policies & priorities; provides Commander's intent and planning guidance
- HRSC ensures execution, synchronization, integration of Postal, RSO, Casualty, and PASR/PRM/IM core competencies consistent with policy, guidance, and priorities established by ASCC G1
- HRSC/HROB provides planning operations in areas of Postal, Personnel Accountability and Casualty; ensures synchronization, execution and compliance within Sustainment Warfighting Function
- HRSC develops SRC-12 requirements for the TSC who coordinates and executes force flow management for all ASCC Sustainment units



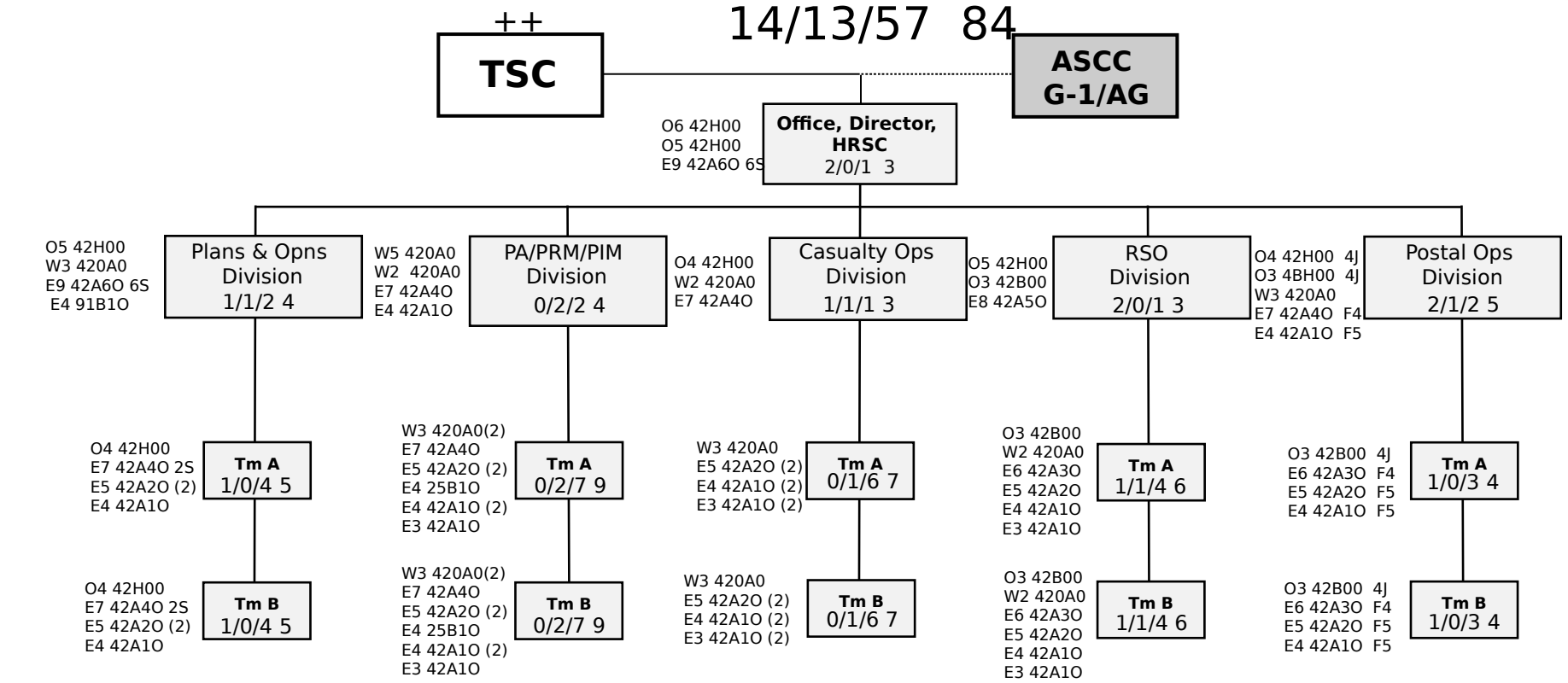
HRSC Link to TSC SPO

- Developing deployment / redeployment plans
- Determining, in coordination with the TSC G-1, G-3 and SPO, the number, type, and location of HR resources
- Assessing the current situation and forecasting HR requirements



- Directing action to apply HR resources and support at decisive points and time
- Coordinating the execution of transportation support for mail movement to include enemy prisoner of war mail
- Conducting HR casualty operations
- Coordinating execution of transportation support to move transiting personnel within the theater, theater of operations, AO, or JOA
- Coordinating the execution of life support for arriving replacements and transiting personnel

HRSC Organizational Design



MISSION. HRSC integrates and executes **Personnel Accountability (PA), casualty, and postal functions throughout the theater** and as defined by the policies and priorities established by the ASCC G-1/AG; provides support to the ASCC G-1/AG in the accomplishment of PRM and PIM missions; **provides theater-wide technical guidance and training assistance for PA, casualty, and postal functions** performed by other SRC-12 organizations and ESC/SB HROBs.

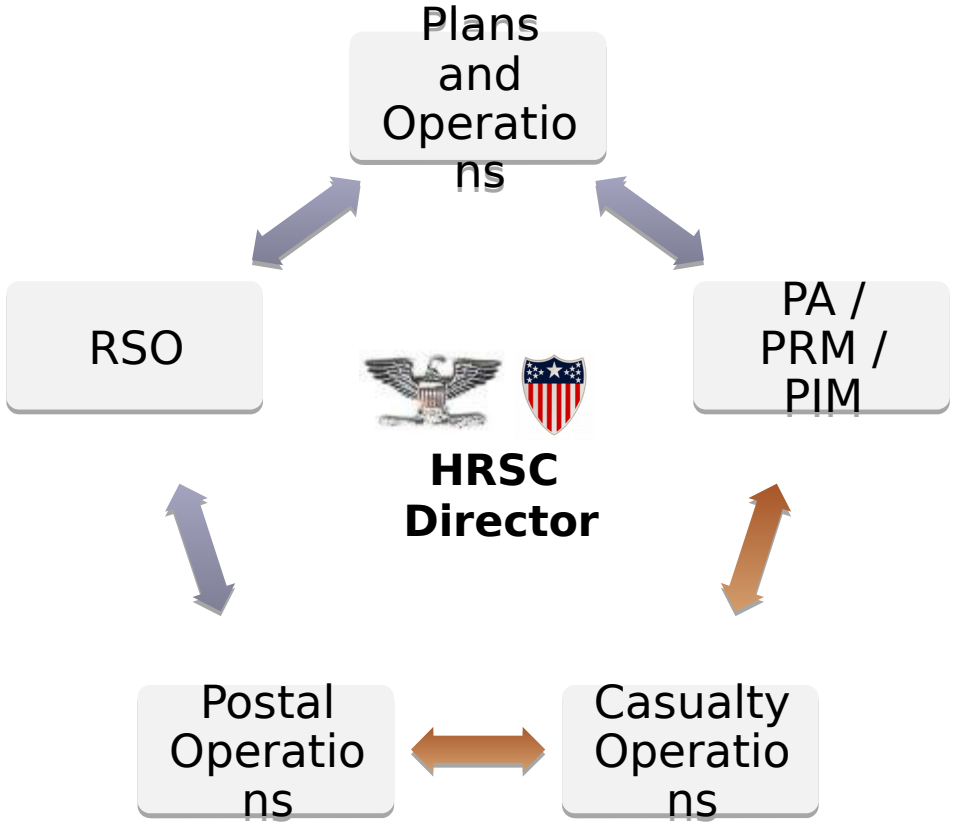
Regional Orientation – 5 HRSCs			
1 HRSC	Germany	USAREUR	AC
3HRSC	Jackson, MS	USARNO	RC
8 HRSC	Hawaii	USARPAC	AC
14 HRSC	Fort Bragg	USARCENT	AC
310 HRSC	Columbia, SC	USARSO	RC
Rule Of Allocation: 1 Per TSC			

HRSC Critical Functions

- The HRSC, as the senior HR element, is responsible for **executing personnel accountability, casualty, and postal missions**

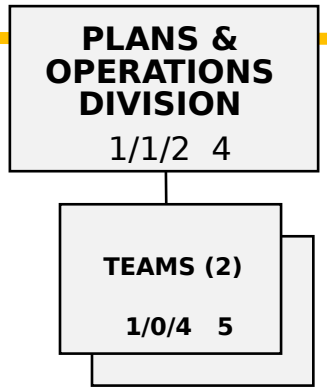
- Responsible for **providing technical guidance** to theater HR organizations executing these missions.

- This technical guidance is provided by the various divisions of the HRSC and is **passed to the ESC and Sustainment Brigade SPO HROBs**, who then pass the information to the HR organizations assigned to sustainment units.



Plans and Operations Division

MISSION. Provides the HRSC Director the capability to manage current operational requirements and planning for both long and short range HR operations.



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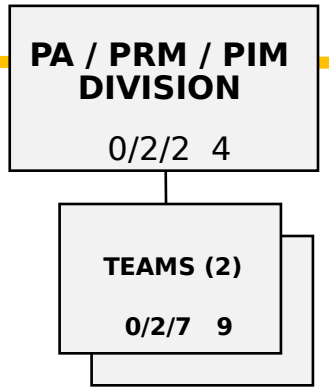
RESPONSIBILITIES

- Assists the HRSC Director in managing current HR operational requirements
- Provides long and short range planning for the execution of HR tasks supported by HR organizations (PA, casualty, and postal operations)
- Manages internal HRSC deployment plans, deployment preparation, and support of contingency operations in the allocated AO
- Tracks force flow and monitors down-trace HR organizations deployment plans, deployment preparations, and support of contingency operations in the allocated AO
- Manages internal HRSC deployment plans, deployment prep, and support of contingency operations in the allocated AO.

PA / PRM / PIM Division

MISSION. Produces data, reports, and other information required for the analysis of Strength Reporting, Casualty, Postal, and Personnel Accountability Team operations.



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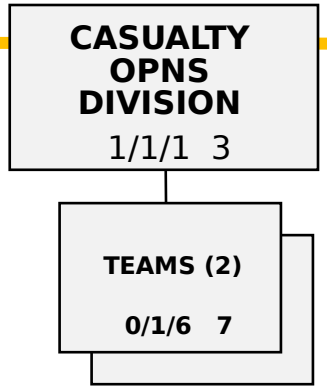
RESPONSIBILITIES

- Establishes and maintains the theater deployed database utilizing DTAS servers organic to the division
- Ensures the database remains active and is properly synchronized to receive data from both the supporting PAT elements and the S-1 and G-1/AG sections operating in the AO
- Uses DTAS, eMILPO/RLAS/SIDPERS, and other systems that feed into TAPDB to prepare, collect, and analyze required reports to maintain situational awareness of the theater PA status and PA operations
- Manages the theater database hierarchy and makes adjustments as the ASCC G-1/AG and G-3 updates and modifies task organization

Casualty Operations Division

MISSION. Establishes the theater CAC and manages casualty reporting within the theater of Operations IAW policies established by the ASCC G-1/AG.



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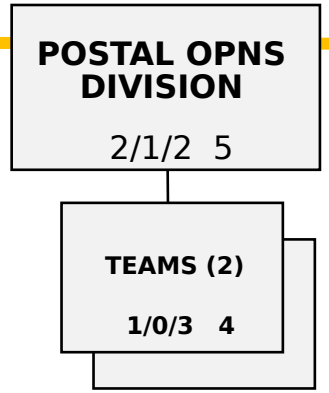
RESPONSIBILITIES

- Receives, processes, and forwards all casualty reports in the theater
- Serves as the POC for all Casualty and Mortuary Affairs Operations Center (CMAOC) actions by establishing a direct link to CMAOC
- Maintains and provides casualty data and briefings for the ASCC G-1/AG
- Reports all casualties from DoD civilians, contractors, and personnel from other Services *(if the sponsoring Service is not in the immediate area)*
- Maintains and provides casualty data briefings for the ASCC G-1/AG
- Assists CMAOC through monitoring formal LOD investigations on deceased Soldiers. Coordinates the actions and information between CMAOC and supported units
- Assists commanders, as required, by providing information and scripts to execute NOK notification in the deployed theater and coordinates closure of

Postal Operations Division

MISSION. Ensures all postal policies, regulations, & guidance from USPS, MPSA, & ASCC are implemented and executed by all Army postal assets in theater. Provides technical guidance to HROBs & HR Co and ensures they are in compliance w/postal operations policies & regulations.



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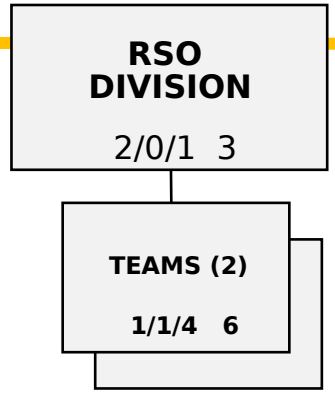
13

RESPONSIBILITIES

- Provides technical guidance and postal compliance support to all subordinate HROBs.
- Assists the ESC HROB in the establishment of theater opening postal operations.
- Implements and ensures compliance of ASCC-imposed postal limitations
- Establishes the deployed AO postal inspection plan
- Establishes direct coordination with both the MPSA and the JMPA and conducts detailed postal planning and coordination with MPSA.
- Ensures DoD civilian, contractor, and multinational support requirements are determined and disseminated.
- Monitors and determines appropriate mail flow rates and ensures current data integrates into all TSC and ESC SPO planning.

RSO Operations Division

MISSION. Responsible for planning and providing technical guidance, and maintaining visibility of personnel transiting inter/intra theater APOD/Aerial Port of Embarkation (APOE).



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RESPONSIBILITIES

- Provides assistance and support to the theater G-1/AG in developing and executing the R&R program.
- Coordinates with the PA/PRM/PIM Division on all matters affecting personnel accountability and CONUS APOD and Air Force planners on personnel flows and capabilities.
- Monitors and recommends distribution and emplacement of PATs. Conducts Staff Assistance Visits (SAVs) for APODs and PATs.
- Coordinates with the P&O Division and the TSC SPO (Mobility Branch) for deployment and redeployment plans.
- Coordinates with appropriate agencies for external sustainment support, life support (food and billeting), and onward transportation for transiting personnel.

HR Enabling Systems

- **Automated Military Postal System (AMPS)**
  - Connection between MPOs and other postal activities
  - Provides capability to track products, and postal alerts and, monitor voting info

- **Defense Casualty Information Processing System (DCIPS)-CF/CR**
  - Casualty Forward (CF): standalone database used at BDE/BN level
  - Casualty Report (CR): Web-based database used at HRSC COD

- **Tactical Personnel System (TPS):** Creates air transportation manifest and is used for personnel accountability

- **Real-Time Automated Personnel Identification System (RAPIDS)-Deployable**
  - Issues CACs and performs PIN resets
  - Connected to DEERS

- **Deployed Theater Accountability System (DTAS):** Maintains personnel accountability in a joint area of operation

- **Electronic Military Personnel Office (eMILPO):** Provides the Army with a reliable, timely, and efficient method for performing personnel actions, personnel accountability, and strength reporting

HRSC Theater Opening Responsibilities

THEATER OPENING EXAMPLE

Casualty Operations Division

- Establish the theater CAC
- Establish the TACREC
- Coordinate with HROB to ensure HR Company establishes required CLTs at designated locations
- Provide technical guidance to TG PAT and HROB

Postal Operations Division

- Assist MMT Team
- Coordinate with ASCC G-1/AG and TSC for resources (postal elements, facilities, transportation, equipment, etc.)
- Appoint AO Postal Finance Officer and coordinate with each COPE
- Provide technical guidance to MMT and the HROB

- Establish Theater HR database nodes
- Initiates theater database hierarchy
- Continue coordination of projected personnel flow rates
- Provide technical guidance to TG PAT and HROB

HR Company Headquarters

MISSION: Provide Mission Command, planning, and technical support to all assigned or attached HR or postal platoons.

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COMMAND SECTION
2/0/1 3

O3	42H00	CDR
O2	42B00	XO
E8	42A5M	FIRST SGT

HQS SPT SECTION
0/0/10 10

E6	92Y3O	SUPPLY SGT
E4	25U1O	SIG SPT SYS MAINT
E4	42A1O	HR SPEC
E4	74D1O	CBRN SPEC
E4	91B1O	WHEELED VEH MECH
E4	91D1O	PWR-GEN EQUIP REP
E4	92G1O	FOOD OPS SPEC
E4	92Y1O	SUPPLY SPEC
E3	25U1O	SIG SPT SYS SPEC

PLANS AND OPERATIONS SECTION
1/1/12 14

O3	42B4J	OPS OFF
W2	420A4J	HR TECH
E7	42A4O2S	OPS SGT
E6	42A3OF4	POSTAL SUPV
E5	42A2OF5	POSTAL SGT
E6	42A3O	HR SGT
E5	42A2O	HR SGT
E4	42A1O	POSTAL SPEC
E3	42A1O	HR SPEC (2)
E4	88N1O	TRANS MGT COORD
E3	42A1OF5	POSTAL CLERK
E3	42A1O	HR SPEC

DOCTRINAL RESPONSIBILITIES

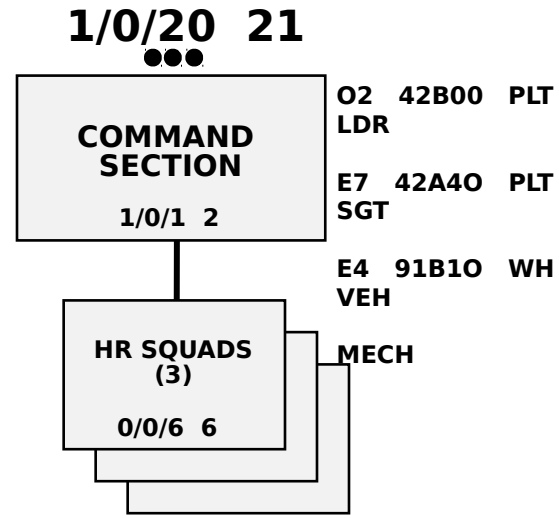
- Provide HR Platoons and PATs to support TG PAT
- Provide PATs at locations designated by HRSC, TG PAT, or HROB of Sustainment Brigade
- Coordinate logistics support (billeting, transportation, etc.)
- Coordinate PA issues with HROB
- Ensure all PATs have access to HR database systems

RULE OF ALLOCATION

- 1 per TG PAT (Existence)
- 1 per MMT (Existence)
- 1 Per 3-7 HR and/or Postal Platoons (Workload)

HR Platoon

MISSION: Provide casualty and/or personnel accountability support to all individuals and units to an assigned area of operations or serves as a supporting element of the Theater Gateway Personnel Accountability Team.



E6	42A3O	SQUAD LDR (3)
E5	42A2O	HR SGT (3)
E4	42A1O	HR SPEC (3)
E4	42A1O	HR SPEC (6)
E3	42A1O	HR SPEC (3)

DOCTRINAL RESPONSIBILITIES

FM 1-0, para 2-92

- A multifunctional platoon with the capability to provide Casualty and/or Personnel Accountability support to all individuals and units in an assigned AO
- May also serve as a supporting element of the TG PAT

RULES OF ALLOCATION

HR PLATOON
2 per TG PAT

HR SQUAD (Casualty Liaison Team) (CLT)
- One per Level III Medical Treatment Facility
- One per Mortuary Affairs Company
- One per HRSC Casualty Operations Division
- One per General Officer Level Command (w/exception to ASCC/TSC)

HR SQUAD (Personnel Accountability Team) (PAT)
1 per 600 personnel transiting through an intra-theater APOD (when daily numbers exceed 600 daily)

HR Squads

Casualty Liaison Team (CLT)

MISSION: Provide accurate reporting and tracking of casualty information

0/0/6 6

HR SQUAD (CLT)

SQD LDR	E6	42A
HR SGT	E5	42A
HR SPC (2)	E4	42A
HR SPC (2)	E3	42A

- Used by the HR Platoon to support the Theater casualty operations mission
- Provide accurate casualty information (reporting and tracking) at MTFs, Mortuary Affairs Collection Points, and higher HQs G-1/AGs, General Officer commands, and other locations as specified by the HRSC
- Also acts as liaison for each

Personnel Accountability Team (PAT)

MISSION: Provide personnel accountability support to the theater

0/0/6 6

HR SQUAD (PAT)

SQD LDR	E6	42A
HR SGT	E5	42A
HR SPC (2)	E4	42A
HR SPC (2)	E3	42A

- Used by the HR Platoon to support the Theater personnel accountability mission
- PATs provide personnel accountability at APOE/APOD, SPOD/SPOE, and FOBs where the daily transit numbers exceed 600
- Provide PA of personnel entering, transiting, or departing the specific theater location

Postal Platoon

MISSION: Provide postal support to all individuals and units in an assigned area or serve as an element of an MMT.

1/0/21 22

●●●

HQs SECTION
1/0/2 3

O2	42B00 4J	PLT LDR
E7	42A4O F5	PLT SGT
E4	91B1O	WHL VEH MECH

POSTAL FINANCE SECTION
0/0/3 3

E 5	42A2O F5	PSTL SUPV
E 4	42A1O F5	PSTL SPEC
E 3	42A1O F5	PSTL CLK

POSTAL SQUADS (2)
0/0/8 8

E 6	42A3O F4	PSTL SUPV
E 5	42A2O F5	PSTL SGT
E 4	42A1O F5	PSTL SPEC (3)
E	42A1O	PSTL CLK (3)

RULES OF ALLOCATION

- 1 per 6,000 personnel
- 4 per Military Mail Terminal

- **Appoint an onsite supervisor(s), COPE, and an accountable mail clerk**
- **Supervise/control the platoon**
- **Coordinate with HR Company headquarters**
- **Direct daily postal operations**
- **Receive and distribute intra-theater mail**
- **Prepare mail for unit mail clerks**
- **Receive, process, and dispatch outgoing mail**
- **Receive, process, and redirect incoming mail**
- **Receive, process, and maintain a chain of custody for all mail with special services**
- **Update postal routing schemes**
- **Conduct casualty mail and EPW mail operations**
- **Conduct postal financial and supply support and management**
- **Conduct UMR/CMR inspections**
- **Plan MPO openings, closings, and**

Military Mail Terminal

MISSION: Provide postal support an AOR by establishing an MMT which coordinates, receives, processes incoming mail and dispatches mail to CONUS

MILITARY MAIL TERMINAL (MMT) TEAM

2/1/14 17

Ø

MMT TM HQS

2/0/2 4

O3 42H00 DIRECTOR
O2 42H00 DEP DIRECTOR
E7 42A4O SR HR SGT
E4 91B1O MECH

OPS SEC

0/1/2 3

W2 420A 4J OPS CHIEF
E6 42A3O F4 NCOIC
E4 42A1O F5 HR SPC

POSTAL SQUAD A

0/0/5 5

E6 42A3O F4 PSTL SUPV
E5 42A2O F5 PSTL SGT
E4 42A1O F5 PSTL SPEC
E3 42A1O F5 PSTL CLK (2)

POSTAL SQUAD B

0/0/5 5

E6 42A3O F4 PSTL SUPV
E5 42A2O F5 PSTL SGT
E4 42A1O F5 PSTL SPEC
E3 42A1O F5 PSTL CLK (2)

- Coordinates, receives, processes incoming mail, and dispatches outgoing mail
- Develops and coordinates mail routing schemes, mail distribution points, and schedules
- Controls mail movement within and throughout the AO
- **Provides specialized postal expertise and limited augmentation manpower**
- Provides technical direct to HR Postal company commander operating at the MMT
- Provides casualty mail services to the AO

RULES OF ALLOCATION

1 per Inter-theater APOD that receives bulk mail (Existence Based)

Theater Gateway (TG PAT)

MISSION: Provide personnel accountability support to the theater by coordinating and providing Joint Operations Area-level reception, replacement, and redeployment support to gain / maintain personnel accountability of transiting personnel.

THEATER GATEWAY (TG) PERSONNEL ACCOUNTABILITY TEAM (PAT)

3 / 1 / 6 10

TG PAT HQS

2/1/1 4

O3 42H00 DIRECTOR
O2 42H00 DEP DIRECTOR
W2 420A0 HR TECH
E7 42A4O SR HR SGT

OPERATIONS SECTION

0/1/5 6

W2 420A0 HR TECH
E6 42A4O HR SGT
E5 88N2O TRANS MGT NCO
E4 88N1O TRANS MGT COORD
E4 42A1O HR SPC
E4 42A1O HR SPC

RULE OF ALLOCATION:
1 per Inter-theater Aerial Port of Debarkation.

- Provides PA support to the theater of operations by coordinating and providing PA operations and database inputs as Soldiers enter, transit, and depart the theater at the inter-theater APOD
- Establishes a theater-level TG PAT center with augmentation of an HR Company at the primary inter-theater APOD
- Establishes **in and out flow processes** and procedures for all personnel (e.g., R&R, emergency leaves, temporary duty, and deployer / redeployers)
- Establishes accountability reporting procedures and specified reports through the supported chain of command
- Coordinates for operational work space at terminals, ensuring access to relevant flight tracking systems such as the Gates Enterprise Management System (GEMS), Single Mobility System (SMS), and the Global Decision Support System-2
- **Coordinates logistics support requirements for onward movement of personnel, including but not limited to**

Rules of Allocation

What are Rules of Allocation (ROA)?

- Rules of Allocation are part of the overall Force Management process
- Rules of Allocations are used as part of the Total Army Analysis to **model** operational requirements of units
- Rules of Allocation provide guidance on the number of HR units required to provide intended support. Three types of Allocation Rules:
  - **Manual:** Theater requirement(s)
  - **Workload:** Linked to a measurable logistical workload
  - **Existence:** Linked to a requirement for one unit to another (i.e. a Theater Gateway requires an HR

HR (SRC 12) Rules of Allocation and Postal Planning Factors

FM 1-0, paragraph 6-29

Standards Requirements Code (SRC)	Type of Unit	Allocation Rule	Type
12682G000	HR Sustainment Center (HSRC)	1 per Theater Sustainment Command (TSC)	Existence
12413G000	HR Company	▪ 1 per Military Mail Terminal (MMT) Team ▪ 1 per Theater Gateway (TG) Personnel Accountability Team (PAT) ▪ 1 per 3-7 Platoons (HR, Postal, or any combination)	Existence Workload
12567GF00	HR Platoon	▪ 2 per TG PAT (For the daily transit of the first 3,600 personnel in and out of theater) ▪ 1 per 1800 daily personnel flow	Existence Workload
	HR Squad (Casualty Liaison Team (CLT))	▪ 1 per Level III Medical Treatment Facility ▪ 1 per Mortuary Affairs Company ▪ 1 per HRSC Casualty Operations Division ▪ 1 per GO-level command (w/exception to ASCC/TSC)	Existence
	HR Squad (PAT)	▪ 1 per 600 personnel transiting through an intra-theater APOD (when daily transit numbers exceed 600 daily)	Workload
12567GB00	TG PAT	1 per inter-theater APOD	Existence
12356GA00	Postal Platoon	▪ 4 per MMT ▪ 1 per 6,000 personnel (i.e. cumulative population)	Existence Workload
12567GA00	MMT Team	• 1 per inter-theater APOD	Existence
	Postal Planning Factors	▪ 2.0 lbs per Service member per day (mail volume) ▪ 20-foot container = 8,000 lbs of mail ▪ 40-foot container = 16,000 lbs of mail	NA

SRC 12 Rules of Allocation

HRSC

Rule
- One per TSC
- Existence

TSC

HRSC

TG PAT

Rule
- One per inter-theater APOD

TG PAT

MMT TM

Rule
- One per inter-theater APOD

MMT TEAM

HR COMPANY

Rule
- One per TG PAT
- Existence

TG PAT

HR CO

Rule
- One per MMT Tm
- Existence

MMT TEAM

HR CO

Rule
- One per 3-7 *PLTs
- Workload

HR CO

HR PLT

* HR, Postal or any combination

HR PLATOON

Rule
- Two per TG PAT (1st 3,600 daily pax flow) - Existence
- One per 1,800 daily pax flow -Workload

HR PLT

HR SQD

Rule
- One HR Squad per
- Existence

HR SQD (CLT) — Level III MTF

HR SQD (CLT) — Mortuary Affairs Co

HR SQD (CLT) — HRSC Casualty Operations Division

HR SQD (CLT) — *GO-Level Commands

* With Exception to ASCC/TSC

Rule
- One per *600 personnel transiting through an intra-theater APOD
- Workload

HR SQD (PAT)

* When daily transit numbers exceed 600 daily

POSTAL PLATOON

Rule
- One per 6,000 personnel
- Workload

6,000 PERSONNEL *(Cumulative)*

PSTL PLT

Rule
- Four per MMT Team
- Existence

MMT

HR CO

PSTL PLT

Check on Learning

hat are the five divisions of the HRSC?

Plans and Operations; PA/PRM/PIM; Casualty Operations; Postal Operations; Reception, Staging, and Onward Movement (FM 1-0, Figure 2-8)

hat three critical HR Key Functions does the HRSC tegrate throughout the theater?

Personnel Accountability, Casualty, and Postal (FM 1-0, para 2-56)

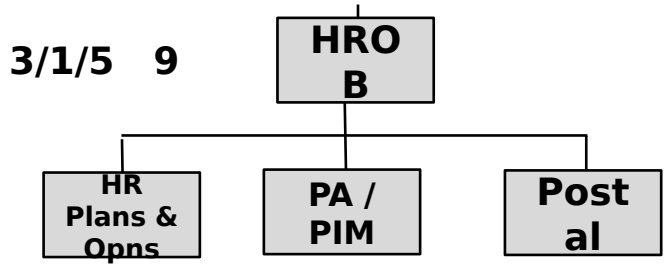
ho does the HRSC receive HR policy guidance from?

ASCC G-1/AG; HQDA G-1 Personnel Policy Guidance (PPG);
and in some cases HRC and other national-level HR organizations (Reserve Component) (FM 1-0, para 2-67)

Brigade S-1 Operations Course

Human Resources Operations Branch (HROB)
Expeditionary Sustainment Command (ESC)
and
Sustainment Brigade (SB)

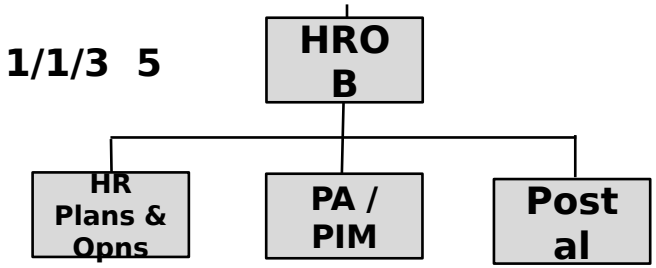
Expeditionary Sustainment Command
SPO - HR Operations Branch (HROB)



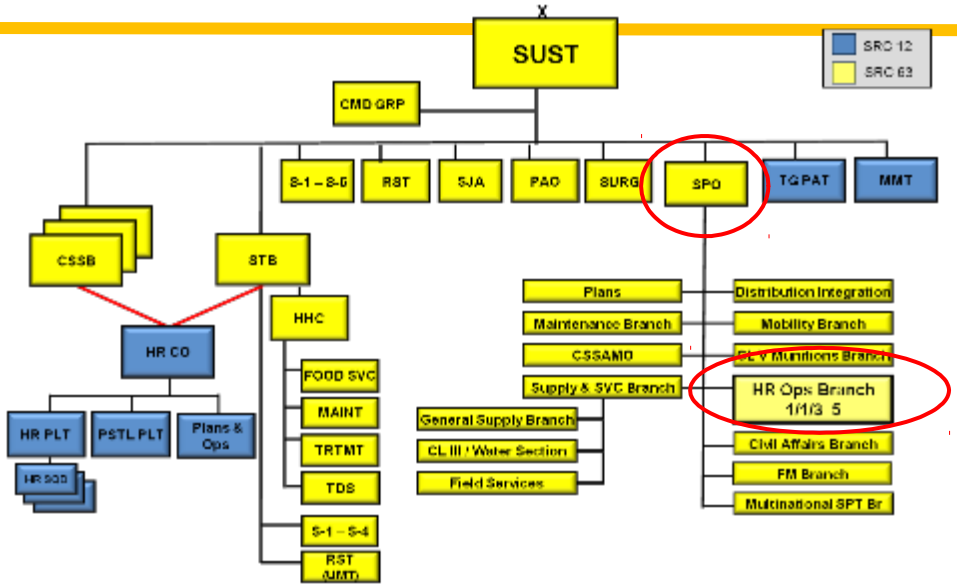
O4	42H00	HR SPT OFFICER
O3	42B00	HR OFFICER (2)
W2	420A0	HR TECH
E8	42A5O	Sr HR SGT
E7	42A4O	Sr HR SGT (3)
E5	42A2O	HR SGT

- A subordinate branch of the ESC SPO
- Plans, coordinates, integrates and synchronizes the activities of subordinate HR units in the deployed theater (attached to SBs) to ensure they are resourced, positioned, and properly allocated to provide Postal, Personnel Accountability Team, and Casualty support
- Interfaces with HRSC to ensure supported priorities are resourced appropriately
- Provides technical guidance for Sustainment Bde HROB and MMT Teams and TG PAT subordinate to the ESC

Sustainment Brigade SPO
HR Operations Branch (HROB)



O4	42H00	HR OFFICER
W2	420A0	HR TECH
E7	42A4O	Sr HR SGT
E5	42A2O	HR SGT (2)



- The most important planning and coordinating elements on the battlefield for the delivery of HR support
- Plans, coordinates, integrates, and synchronizes personnel accountability, casualty, and postal operations missions
- Serves as integrator between the HRSC, supported units (G-1/S-1) and HR Companies, MMT Team and TG PAT
- Plans, projects, and recommends HR support for current/futures operations

HROB Planning Concept (1 of 2)

- The objective of providing HR support at the HROB level is to "ensure, extend and prolong endurance."
- Personnel services complement logistics by planning for and coordinating efforts that provide and sustain personnel
- The HROB within the SPO is the commander's hub for HR integration, synchronization, planning, coordination, sustainment, and operations
- This is a minimum mission-essential SPO asset that provides the commander a well trained and capable staff to plan and coordinate sufficient HR organizations needed to provide execution-critical HR support based on the commander's intent

HROB Planning Concept (2 of 2)

- It is critical that the HROB is included in the SPO planning process. The HROB provides technical guidance and resources to the SRC12 organizations (supporting units) - ensuring they have the capability to provide the required Postal, Personnel Accountability, and Casualty support directed in the HR concept of support

- Guided by supported/supporting relationships, a G-1/S-1 requests support and resources for Postal and Personnel Accountability operations through the HROB. The HROB processes the request, then prioritizes the request based on the availability of HR resources and scope of requested support to determine supportability

- If the HROB is unable to support the request with HR assets internal to its SB, the HROB forwards the request to the ESC/TSC SPO for resolution

HROB Key Performance Indicators

HROBs develop **key performance indicators** to monitor and ensure HR Operations are fully integrated into overall **sustainment operations.**

Personnel Accountability Operations

- Location of PAT assets and operational status. PAT Teams are required at APOD/SPOD when daily flow rate is 600 or more per day
- Number of personnel arrived/departed in last 24 hrs and number projected in next 24 hours
- **Red**, **Green,** **Amber**, status of each Personnel Processing Center
- Are TG PAT and HR Company PATs capturing all categories of personnel (Soldiers, Joint Service personnel, DoD civilians, contractors)
- Number of days personnel remain at the APOD/TG

Casualty Operations

- Number of casualties reported in last 24 hours
- **Red**, **Green,** **Amber** status of each CLT

Postal Operations

- Mail is secure, accounted for, and redirected
- Number and type of postal offenses tracked and corrected
- Number of days mail is static or undelivered
- Listing of FOBs in Sustainment Brigade AO and are they receiving mail daily or as often as OPTEMPO permits (**Red**, **Green,** **Amber**)
- Most recent postal inspection, status of inspection, and next scheduled inspection
- Number of tons of mail received versus dispatched
- Changes in population supported that may require reallocation of HR assets

FM 1-0, para 2-64

Examples CCIRs/EEFI

Postal

- Accountable mail and casualty mail accounted for and redirected
- Postal Offenses
- **Number of days mail is static, or undelivered (based on Theater policy)**
- Storage capacity for mail based on combat operations (e.g., offense might require a delay in mail delivery)

Personnel Accountability

- Visibility of inbound and outbound transportation
- TPS/DTAS operational and updated daily
- Uninterrupted access to eMILPO and DEERS-RAPIDS systems
- **Number of days personnel remain at APOD/Theater Gateway**

Casualty

- Uninterrupted access to DCIPS-CF/CR
- Loss of communication between CLTs, Unit S1s and Theater CAC
- **Initial casualty reports, from time of incident, greater than 12 hours, to HRC-CMAOC – tracked and reported by Theater CAC**

Postal Operations

- Ensure adequate equipment, personnel, and facilities are in place to provide for processing of mail and ensure compliance with USPS directives
- Ensure postal personnel are trained, technically proficient, and mission capable
- Serve as postal liaison to POD and Postal Contractor(s); conduct Staff Assistance Visits with HRSC Postal Operations Division
- Disseminate policies and interpret guidance from COCOM, ASCC G-1/AG, POD, MPSA
- **Review requests for additional contractor support, provide recommendations**
- **Participate in contract technical evaluations to facilitate Government requirements**

Personnel Accountability

- Ensure PAT operations are resourced/adequate to account for all personnel entering and exiting all APOD/E and SPOD/E when an PAT is assigned
- Ensure accurate/timely personnel accountability updates to the deployed theater accountability software (DTAS) database
- Ensure all life support, transportation, and coordination requirements are provided in a timely manner IOT minimize delays - particularly for personnel joining their units
- Determine PAT battle space structure and positioning
- Conduct APOD analysis and recommend COAs for PA Operations
- Prepare FRAGOs for PAT/CLT placement
- Track late casualty reports, aerial port PAX flow, and Gateway Tracking System information
- Understand TPS, DTAS, SPOT/JAMMS, and sister services PA system capabilities

Casualty Operations

- Ensure casualty elements (HR platoons, squads and teams) are resourced and distributed in compliance with theater policy that ensures timely and accurate reporting
- Provide or coordinate augmentation in the event of mass casualty
- **Through assigned HR Company assets, the SB commander ensures casualty personnel are trained and capable to execute this mission**
- Maintain HR Squad (CLT) Weekly Rollup Excel Spreadsheet
- Access SIPRNET Web to verify HR Squad (CLT) Information
- **Create CAS operations Laydown Maps**
- Prepare historical summaries

HROB Challenges

- HROB not fully manned or staffed with appropriate rank, grade, ASI, SQI or experience (**Force Management/Tracking training (ASI 3R, A3, FA 50)**

- Enabling System connectivity, training, and proficiency (e.g., HURS, FRED, FMS, DCIPS, DTAS, FMSWeb, etc.)

- Gaining SA/SU of a complex theater and understanding importance of developing an “operational adaptability” mindset

- **Lack of relevant pre-deployment training (CTE, MRE/MRX)**

- S-1 and EPS “mission creep” into ESC or SB HROB

- **SPO appreciation of the execution-critical role/relevancy of an HROB staff**

Keys To Success

- Establish and maintain operational relevance with the ESC/SB SPO to ensure HR freedom of action, extend HR operational reach, and prolong HR endurance

- Actively participant in MDMP/RDSP processes; provide decision dominance

- Engage with theater HR leadership and support HRSC/ASCC G-1/AG intent

- Achieve and maintain HR situational awareness, situational understanding, and “operational adaptability”

- Develop understanding of contingency contracting, operational contracting support, and importance of Contracting Officer Representative (COR) roles

- Understand doctrinal Rules of Allocation for HR assets and battle space placement of HR assets and enablers

- Maintain mental agility and critical thinking - you are (or will likely be) operating in an expeditionary environment

- **Operational Adaptability = Relevance**

Check on Learning

at is the doctrinal Mission Statement for the HROB?

Plan, coordinate, integrate, and manage Sustainment Brigade HR support (FM 1-0, Figure 2-6)

at three HR key functions does the HROB develop y Performance Indicators for?

Postal operations, personnel accountability operations, and casualty operations (FM 1-0, para 2-52)

What is the purpose of Key Performance

- Ensure HR Operations are fully integrated into overall sustainment operations
- Ensure sufficient HR organizations are available to provide HR area support
- Monitor and manage HR support within the AO (FM 1-0,

Terminal Learning Objective

ACTION:

- Communicate Theater HR Doctrine
- Define HR Sustainment Center (HRSC) Mission and Structure
- Define HR Operations Branch (HROB) Mission and Structure
- Define Personnel Accountability Team (PAT) Mission and Structure

CONDITIONS: Given classroom instruction, assigned readings, FM 1-0 (Human Resources Support), ATP 1-0.2 (Theater-Level Human Resource Support), and awareness of the Operational Environment (OE).

STANDARD: Score 70% or higher on a knowledge based exam covering the following learning activities: